



MEMORANDUM

TO: Honorable Chairperson & Members
Board of County Commissioners

DATE:

FROM: Steve Shiver
County Manager

A handwritten signature of Steve Shiver, the County Manager, is written over a horizontal line.

SUBJECT: Development of a
Strategic Plan –
Status Update

Pursuant to my memorandum of March 20, 2001, we are moving ahead with our plans to create a strategic plan for Miami-Dade County government. We have established an aggressive 18-month time schedule for completion of the plan which will require a concentrated effort on the part of County elected officials and our professional staff. The first phase of the project – the development of the mission, vision, and guiding principles – should be completed by the summer's end. I envision your participation along with that of representatives from the League of Cities, Mayor's Round Table, Clergy and Chamber of Commerce among other community and civic leaders. I will be working closely with the Mayor, Board, and the community in the coming months to accomplish this task.

I am currently developing a multi-faceted team that will support the project through completion. It consists of three components: a professional planning consultant to guide and facilitate the strategic planning process; a marketing consultant to work in conjunction with our own Communications Department to inform and involve the public; and internal County staff who will manage the external consultant and coordinate all other in-house staff support. We anticipate accessing a state of Florida consulting services pool to expedite our strategic planning process. A draft consultant scope of work has been completed and we are presently arranging to interview several pre-qualified firms.

We are also in the process of engaging a marketing consultant to work with the Communications Department. The marketing consultant will develop a community communications process, handle major community events and coordinate any focus groups required through the process. The scope of work for this marketing consultant will center on arranging two major events. The first, to be scheduled for this summer, will involve guiding elected officials and select community leaders through a visioning process. The second, anticipated to occur in late fall, will entail planning a major community forum to formally discuss the vision, mission and guiding principles. It will also include break-out sessions to obtain community input on the development of more specific goals and strategies.

In anticipation of the community participation effort, I have already begun to establish linkages with various groups throughout the community, including the League of Cities and the Coalition of Dade County Chambers of Commerce. I am also working closely with the One Vision One Community initiative that, concurrently, is seeking to establish a vision for our community.

While the schedule calls for overall completion of the plan in 18 months, several planning products will be

integrated in our priority setting and budgeting process early on. The vision, mission and guiding principles will be incorporated into the FY 2001-2002 Business Plan and Adopted Budget report, and will be used to guide, at a high level, the development the FY2002-2003 budget and department Business Plans. The priorities you help select for the County will be fully incorporated into the FY 2003-2004 budget.

The strategic plan for Miami-Dade County government will help to better integrate the community and the Board into the planning and budgeting process. The plan will have an internal focus, and will be ultimately tied to performance measures, however, it will also link to broader visions of the community that have been established as well as other County planning documents. We are already working with the Office of Management and Budget to set up a structure and process to align our business planning with elements of our strategic plan as soon as they become available.

As we proceed with this project, we will be contacting you to coordinate the scheduled dates of events as well as obtain your thoughts for community involvement and I will continue to provide status reports on this important project as we move forward. A copy of the presentation package that accompanied my March 20 memorandum is attached for your convenience. If you would like further information on the strategic planning project you may contact Tom David or me.

Attachment